United Nations S/2013/163

Security Council

Distr.: General
15 March 2013

Original: English

Letter dated 15 March 2013 from the Secretary-General addressed to the President of the Security Council

I have the honour to transmit a letter dated 7 March 2013 from Mr. Ramtane Lamamra, Commissioner for Peace and Security of the African Union, forwarding the revised harmonized concept of operations of the African-led International Support Mission to Mali, adopted by the Peace and Security Council of the African Union at its 358th meeting, held on 7 March 2013 (see annex). The communiqué of the meeting is also attached.

I should be grateful if you would bring the present letter and its annex to the attention of the members of the Security Council.

(*Signed*) **BAN** Ki-moon

13-26131 (E) 220313

Please recycle

Annex

Letter dated 7 March 2013 from the Commissioner for Peace and Security of the African Union addressed to the Secretary-General

On behalf of the Chairperson of the Commission, I would like to forward herewith the communiqué, as well as the revised harmonized concept of operations of the African-led International Support Mission to Mali (AFISMA), adopted by the African Union Peace and Security Council at its 358th meeting, held today, 7 March 2013.

As you are aware, the review exercise of the concept of operations was necessitated in light of the developments in the situation in Mali following the push of the armed and terrorist groups towards the south and the subsequent Franco-Malian operation, which helped put an end to it and initiate the process for the liberation of the north, that led to the acceleration of the deployment of AFISMA. Pursuant to the communiqué of the Peace and Security Council meeting held on 25 January 2013, at Heads of State and Government level, a planning conference was held in Bamako from 15 to 21 February 2013, and prepared a revised joint concept of operations, based on the latest developments on the ground. The conference brought together military and civilian experts of the African Union and ECOWAS Commissions, Mali and bilateral and multilateral partners.

The revised concept of operations provides for an increase in the strength of AFISMA from 3,300 to 9,620 troops, including 171 elements of the civilian component, 8,859 troops and 590 police personnel.

As consultations are under way within the Security Council on its future actions and decisions on the situation in Mali, including the transformation of AFISMA into a United Nations peacekeeping operation, I wish to convey, here, the support of the African Union Peace and Security Council to such an operation, that would advance peace, security and stability in Mali and in the Sahel region as a whole. While supporting the envisaged operation, I also would like to draw your kind attention on paragraph 13 of the communiqué, in which the Peace and Security Council stresses the need for the Security Council to take into account some key principles that should guide the possible transformation of AFISMA into a United Nations operation, with a view to consolidating the gains and thus enhancing the prospects for ending the crisis.

The African Union Peace and Security Council is of the view that a United Nations operation should be given a peace enforcement mandate and its action should be within the framework of action-oriented assistance to the Malian Government, in particular by providing the required support for the full restoration of the authority of the Government of Mali over its entire territory and the preservation of its national unity and territorial integrity, as well as the protection of civilians. In this regard, the proposed mission should actively sustain efforts aimed at dismantling the terrorist and criminal networks operating in the north of the country.

It is equally important that the United Nations operation comes to back the critical political role of ECOWAS and the African Union, which, over the past months, have demonstrated exemplary dynamism in the management of the crisis in Mali. On that basis, the Peace and Security Council stressed the need for the United

Nations Security Council, in carrying out its primary responsibility for the success of the mission, and, ultimately, for sustainable peace, security and stability in Mali, to undertake appropriate consultations with the African Union and ECOWAS, including on the leadership and the composition of the envisaged mission in a spirit of continuity.

Last but not least, the Peace and Security Council reiterated the African Union's pressing call for appropriate steps to be urgently taken for the early provision of a logistic support package to AFISMA funded through United Nations assessed contributions, as well for transitional support arrangements, which should be effective as from 1 April 2013, in order to help complete the deployment of contingents according to the revised concept of operations and sustain operations on the ground following the end of the self-sustained period.

I would like to reiterate the African Union's deep appreciation of the Security Council's strong commitment and your own to the success of the African Union and ECOWAS efforts aiming at the early resolution of the multidimensional crisis facing Mali.

The African Union Commission would be most grateful for the steps you may wish to take for the circulation of this letter and the attached communiqué and revised harmonized concept of operations to the members of the Security Council.

(*Signed*) Ramtane **Lamamra**
Commissioner for Peace and Security

Enclosure I

Revised joint strategic concept of operations for the African-led International Support Mission in Mali and the Malian Defence and Security Forces to restore the authority of the State of Mali over its entire national territory

References

A. African Union Strategic Concept for the Resolution of the Crises in Mali adopted by the African Union Peace and Security Council on 24 October 2012.

B. Joint Strategic Concept of Operations for the International Military Force and the Malian Defence and Security Forces to Restore the Authority of the State of Mali over its Entire National Territory endorsed by the African Union Peace and Security Council on 14 November 2012.

C. United Nations Security Council resolution 2085 (2012) adopted on 20 December 2012.

D. Communiqué of ECOWAS Extraordinary Summit at the level of Heads of State and Government (19 January 2013).

E. African Union Peace and Security Council communiqué following its 353rd meeting (25 January 2013).

F. Road map for the Transition adopted by the Malian Parliament on 29 January 2013.

I. Review

1. The deployment of the African-led International Support Mission in Mali (AFISMA) was authorised by United Nations Security Council resolution 2085 (2012) adopted on 20 December 2012. Subsequently, the African Union (AU) Peace and Security Council at its 353rd meeting on 25 January 2013 requested the revision of the AFISMA concept of operations by the African Union and ECOWAS Commissions in collaboration with the United Nations, the European Union and other partners in order to increase AFISMA's strength, including through the integration of the troops provided by Chad and other contingents that are being prepared and, and in so doing to better respond to the needs on the ground.

II. Current situation

(a) Political

2. The Malian crisis is complex and multi-faceted in nature encompassing security, political, ethnic and religious identity, and gender, humanitarian, socio-economic and environmental factors. Therefore, there is a need for a comprehensive solution, based on relevant Security Council resolutions (especially 2085 (2012)), decisions of the AU Peace and Security Council, AU Strategic Concept and the Mali road map for the Transition. In this regard, it is crucial that the Malian Government continues to promote local reconciliation, an all-inclusive national dialogue and organise credible legislative and presidential elections envisaged in its road map for the Transition. The decision of the Malian authorities to establish a Dialogue and Reconciliation Commission will facilitate negotiation and reconciliation amongst Malian actors, including Malian armed groups that unconditionally renounce terrorist activities and commit themselves to disarm and to respect the unity, territorial integrity and Constitution of Mali. The joint action of AFISMA and the MDSF as described in this joint strategic Concept of Operations is designed to contribute to a comprehensive and sustainable solution of the Malian crisis. It must also be noted that discussions are presently underway at the level of the Security Council regarding support for helping the Malian authorities to restore peace and security. Options for consideration include enhanced support for the political process and a possible United Nations peacekeeping operation.

(b) Environment

3. The northern regions of Mali constitute an area of 937,742 km^2 situated in the Sahel-Sahara region, representing 75 per cent of the tota Malian territory. It contains the three regions of Gao, Timbuktu and Kidal, and a population of 1,293,449, representing 10 per cent of the national population. This area is predominantly desert, with some mountainous terrain. It has minimal and irregular rainfall (below 200 mm per year) creating extremely difficult living conditions. Mali shares a 5,000 km border with Algeria, Mauritania, Niger and Burkina Faso.

(c) Humanitarian

4. The humanitarian situation in Mali has continued to improve since the commencement of the French-led military Operation Serval on 11 January 2013 in support of the MDSF and the deployment of AFISMA. There have been reported

improvements in humanitarian access in the town of Gao and in other areas of northern Mali. While aid activities are resuming in the north, there are some limitations due to the difficulties in establishing safe commercial and humanitarian supply routes. As a result, reports of new internally displaced persons and the influx of Malian refugees to neighbouring countries have emerged. According to an Office for the Coordination of Humanitarian Affairs report dated 6 February 2013, it is estimated that there are 227,206 internally displaced persons in Mali and 144,439 refugees are registered in neighbouring countries particularly Algeria, Burkina Faso, Mauritania and the Niger. Amongst these internally displaced persons and refugees, the majority are women and children. There is also still a possibility of increased displacement and refugee crisis due to concerns of drought, sporadic rains, poor harvest, rising food prices and insecurity and an estimated 4.6 million Malians remain at risk of a humanitarian crisis. Funding gaps have also continued to undermine the effective delivery of humanitarian assistance because of the limited implementation support programmes. Therefore, there is an urgent need for the fulfilment of pledged contributions to the Consolidated Appeals Process to address the humanitarian crisis in Mali.

(d) Human Rights

5. The conflict in Mali has taken an acute toll on civilians. The recruitment of child soldiers, sexual violence and the extremely strict interpretation of Sharia law including amputations and stoning are but some of the horrific crimes perpetrated against civilians by terrorist groups, transnational criminal organisations and other armed opposition groups that have occupied the northern regions of Mali. Specifically, there has been widespread evidence of sexual and other violence against women and girls including gang rapes, public beatings, forced marriage and torture as reported by the Chair of the AU Commission on the situation in Mali dated 14 July 2012. In addition, the United Nations Secretary-General's report on the situation in Mali of 29 November 2012 also documented various forms of human rights violations perpetrated by armed groups in northern Mali. Furthermore, several UNESCO world heritage sites have been destroyed particularly in Timbuktu.

6. In addition to violations committed against civilians, there have been reports of alleged ill treatment and summary executions of some captured combatants, in violation of international humanitarian and human right laws. It is within this context that the 353rd PSC communiqué of 25 January 2013 decided that civilian human rights observers will be deployed as part of AFISMA to monitor the human rights situation in the recovered areas and in this way will promote and support the respect for fundamental human rights and freedoms.

(e) Security

7. Important progress has been registered in the defeat of religious extremist groups in northern Mali following military operations that commenced in January 2013. The major movements consist of Islamist terrorist and transnational criminal groups. They include Al-Qaida in the Islamic Maghreb (AQIM), Movement for Oneness and Jihad in West Africa (MUJWA), Ansar Dine, Islamic Movement of Azawad (IMA), and the Arab Movement for Azawad (AMA). The main secessionist group is the National Movement for the Liberation of the Azawad (MNLA). The strength of the core fighters of various nationalities and of all movements is estimated to be between 1,500 and 2,000.

8. Terrorism and transnational crimes constitute serious threats to the security and stability of Mali, its sub-region, and the international community. These groups engage in terrorism, narcotic and human trafficking, hostage taking (for ransoms), smuggling of arms, drug route protection, currency exchanges and control of local economies. These activities generate income used for arms procurement, insurgency costs, recruitment of new members, spares and supplies and vehicles as well as other ancillary needs. Weapons available to the groups include rifles, some heavy weapons, surface-to-air missiles, anti-aircraft guns, rockets, mortars, light-armoured vehicles, mines and improvised explosive devices.

9. Following the French/Malian military operations and the deployment of AFISMA, the combat capabilities of armed opposition groups have been severely degraded. These groups are seeking havens further north or in neighbouring countries. Others are dispersing and some are melting into the population. It is anticipated that they will carry out asymmetric attacks and continue to intimidate and try to influence the population.

III. Strategic framework

(a) Strategic End-State

10. A stable democratic Malian state fully exercising its authority over its national territory, responsive to the needs of all its citizens, addressing human rights challenges and regional security particularly by reducing international terrorism and transnational criminal activities.

(b) Strategic Objectives

11. AFISMA's strategic objectives are as follows:

(a) Achieve full operational capability of AFISMA through coordinated support by stakeholders for force generation, training, equipping, technical assistance and funding.

(b) Facilitate mobilisation of resources to support the MDSF including coordination of contributions to the Trust Fund for Peace and Security in Mali.

(c) Support the Malian authorities in the restoration of State authority and preservation of Mali's national unity and territorial integrity.

(d) Protect the population with respect to international human rights and international humanitarian and refugee law, and with adherence to the United Nations Human Rights Due Diligence Policy.

(e) Reduce threats posed by terrorist groups and transnational criminal networks in Mali.

(f) Establish a safe and secure environment in Mali.

(g) Support the Malian authorities in implementing the road map for the Transition.

(h) Assist the Malian authorities in the reform of the defence and security sectors as required and within capability.

(i) Facilitate establishment of conditions for the engagement of the wider international community in Mali.

(c) Strategic Assumptions

12. The following assumptions have been made in planning:

(a) Operation Serval forces will adjust force levels/withdraw taking into consideration the capabilities of AFISMA and the MDSF to conduct operations.

(b) AFISMA troop-contributing countries will meet pledged force levels, though capability shortfalls may remain.

(c) AU Member States and international partners continue to provide resources, funding, training and equipment in support of AFISMA and MDSF.

(d) The MDSF will achieve its training objectives in due time.

(e) The road map for the Transition will be fully implemented.

(f) Malian authorities and neighbouring/core countries will support AFISMA operations.

(d) Constraints and Limitations

13. The main constraints and limitations are:

(a) Full deployment of AFISMA within the envisaged timeline.

(b) Identification and accessibility of financial and logistical support.

IV. Mission area

14. The Mission area is defined by the territory of the Republic of Mali, but may also include parts of territories of willing neighbouring and core countries, subject to their agreement and within appropriate legal frameworks.

(a) MDSF Strength

15. It is planned that 10,500 MDSF personnel will be supported. This includes 8,000 military personnel and 2,500 security forces comprising the police, gendarmerie, national guards and civil protection services that will be involved in security tasks. All of the above will require training assistance such as counter-terrorism, communications, police and special operations, basic and advanced combat skills, mobility and counter-mobility skills, counter-improvised explosive device, fire support, and human rights skills as appropriate. The European Union Training Mission (EUTM) will provide some of this training to the military. Basic and specialised equipment is required including for force protection, police operations, counter-improvised explosive device and demining operations.

(b) AFISMA strengths

16. The total strength of AFISMA is 9,620 composed as follows:

- **Civilian component.** 173 comprising substantive and support staff at the Mission HQ and Sector Offices, and 50 civilian human rights observers (see Annex A).
- **Military component.** 8,859 comprising infantry battalions, engineers, fire support, air assets, and logistics units (see Annex P for Troops to Tasks Analysis). As of 20 February 2013, 7,670 pledged and 5,397 already deployed.
- **Police component.** 590 comprising four FPUs and 30 IPOs (see Annex C for Police component organogram).

V. Mission

17. AFISMA, in support of MDSF, with international assistance will conduct security operations to recover and stabilize the regions in Mali, in order to contribute to the creation of the necessary conditions for a stable, democratic Malian State exercising authority over its national territory and assuming its responsibilities in the protection of the population, properties and livelihood means, and addressing regional security challenges, particularly international terrorism and transnational criminal activities (see Annex D for AFISMA Organizational Structure).

VI. AFISMA concept of operations

18. There will be a complete deployment, expansion and consolidation of AFISMA in close coordination with the Mali Defence and Security Forces (MDSF) and other allied forces operating in Mali. AFISMA will continue to deploy in the Mission area and support the MDSF to complete the restoration of the territorial integrity of Mali. AFISMA will also support the MDSF in carrying out stabilization activities. Upon completion of its mandate AFISMA will be redeployed from the Mission area.

19. Mali, the core countries[1] and other neighbouring countries, with the support of the international community, will then continue their efforts to consolidate security and stability within the region.

(a) Civilian Concept of Operations

20. The AFISMA civilian component is composed of a substantive and a support section (in addition to civilian personnel of the Senior Mission Leadership Team). The relatively small size of the AFISMA civilian component necessitates that the mission's substantive civilian section be multifunctional and crosscutting in its approach. The substantive section is primarily responsible for the implementation of activities in support of the mission mandate and will on the basis of priorities as articulated by the Malian authorities "provide support as requested (and within its means) to the transition and post transition period whilst assisting in the development of the necessary capacities for the extension and consolidation of state

[1] Core countries are Mali, Algeria, Mauritania and the Niger.

authority; rapidly deploy human rights observers to monitor the human rights situation and support the promotion and respect for fundamental human rights and freedom across Mali; support the road map for the Transition; support the Malian authorities in their primary responsibility to protect the population whilst providing guidance to the Mission on the mainstreaming of protection considerations into Mission operations; and support the government in creating an enabling environment for the delivery of humanitarian assistance and for the voluntary return of internally displaced persons and refugees".

21. AFISMA employs an integrated support approach wherein military and police second personnel to the civilian-led mission support team. The mission support component is responsible for providing administrative and logistical support on a mission-wide basis, and in this way supports the mission in executing its mandated tasks in a manner that is effective, timely and coordinated. The mission support component of AFISMA is divided into three sections namely Integrated Support Services (ISS) which provides and oversees integrated mission logistical support requirements including engineering, transportation and communication and information technology amongst others; Administrative Services Section (ASS) which plans, organizes, implements, manages and oversees the activities of all administrative support services of the Mission; and the Finance, Accounting and Budget (FAB) Section which will ensure the efficient management of AFISMA's financial resources.

(b) Military concept of operations

22. The military component of AFISMA, in the role of a supporting force to the MDSF, deploys in the area of operations in Mali to support the operations of the MDSF. AFISMA will establish presence in key localities in close coordination with the MDSF.

23. The AFISMA military force will support the MDSF in recovering occupied territories and neutralising the terrorist threat throughout the area of operations. AFISMA will also mount stability operations in support of the MDSF in the recovered areas thereby contributing to the establishment of secure conditions in addition to supporting the Malian responsibility for protection of civilians.

24. AFISMA military component will actively support the return and reestablishment of legitimate government authorities, provision of essential services and the conduct of elections. It will also actively assist the deployment of human rights observers and will create enabling conditions for the delivery of humanitarian assistance. Subsequently AFISMA will hand over its security tasks to an operationally capable MDSF or follow on force based on the prevailing conditions.

(c) Police concept of operations

25. The police component of the mission, with the support of the international community, will coordinate with relevant stakeholders, including the Centre de Coordination des Opérations de Sécurisation des Institutions de la Transition[2] (CCOSIT). It will also deploy its formed police units (FPUs) in the protection of

[2] The CCOSIT is the Malian coordination centre responsible for the security activities of the institutions of the Malian political transition.

AFISMA personnel, property and provide any other support as may be requested by the Malian authorities.

26. As the MDSF stabilizes the recovered areas and prepares to deploy in areas of the northern regions, the Police element, when requested, could support Malian Security Forces (MSF) Police and security agencies to resume their responsibilities for the establishment and maintenance of law and order and public safety. Assistance may also consist of addressing gaps identified with regard to security threats to the restoration of State authority and the protection of the population with respect for international human rights and international humanitarian and refugee law.

(d) Mission Support Concept

27. AFISMA will have an integrated support organisation utilising a combination of Mission owned, contingent owned and contracted assets and services to provide support to the military, police and civilian components across all phases of AFISMA operations. Specifically, immediate support will be provided to the civilian component and staff officers. Support to military and police contingents will be provided following the expiration of the 90-day self-sufficiency period. The AFISMA integrated support organisation will cover supply, transport, medical, logistics services, Communications and Information Technology Systems (CITS) and operational support contracts capabilities. A support network will be deployed in order to support both the geographical spread of troops and the extended lines of communication (LoCs) including the main supply routes (MSRs).

28. The resources provided will be centrally managed and controlled by the mission support component but delivered through a decentralised distribution system. The physical distribution will be based on contracted logistics support complemented by Mission controlled military logistics enabling units and Mission logistics owned assets. The primary means of delivery of goods to the logistics hubs will be through road convoys supplemented by air assets as may be feasible. However, due to both the asymmetric and conventional threat to the supply network, significant risk mitigation measures would be put in place. These measures include the establishment of sufficient reserves in forward areas and the use of military second line enabling units depending on the operational situation. The delivery and distribution system and level of reserves held along the network could therefore vary from one commodity (fuel, rations and water) to the other depending on the prevailing situation.

29. Logistics support will be provided down to unit level in all phases and under certain situations directly to troops in forward areas. A Main Logistics Base (MLB), to hold strategic reserves as considered necessary, will be established at Bamako and additional logistics bases including two Forward Logistics Bases (FLBs) established in the forward areas. A logistics node could also be established in Niamey when considered necessary. Units close to Bamako will be supported directly from the MLB while the FLBs will support and provide services to locations in the forward areas. As may be considered necessary, additional Logistics bases will be established within the mission area to include mobile distribution points (MDPs) along the axes of advance to support mobile operations. These will then form the hubs from which logistics will be delivered to the front line positions through the most economical means.

30. AFISMA battalions will deploy with a minimum of a level I medical capability, containing at least two forward medical teams. Two Level II medical facilities will be provided within the mission area and MEDEVAC to all level III and IV facilities will be provided in the region. Mission air assets, supplemented if necessary by contract, will conduct CASEVAC/MEDEVAC. Level 1 and 2 medical support for the Mission HQ (Including the FHQ) will be contracted in Bamako and the Level 2 medical facility contract extended to the QRF and other units supported from Bamako. Level III and IV services will be provided outside the mission area from Accra, Ghana and Dakar, Senegal as considered appropriate. The MDSF will have an independent support system from the AFISMA integrated support network. However, where considered feasible, MDSF logistics support will be co-located with the AFISMA support locations.

VII. Implementation of the AFISMA mandate

31. AFISMA operations will be conducted in three phases, some of which may overlap.

Phase 1: Complete Deployment, Expansion and Consolidation (M to M+180)

Civilian Component Tasks

(a) Establishment of Mission Headquarters in Bamako including deployment of Senior Mission Leadership (SML).

(b) Operationalise the Integrated Support Services (ISS) concept in order to provide sufficient support to all mission components.

(c) Deployment of Human Rights Observer Group throughout the Mission area.

(d) Develop and implement strategic communication strategy.

(e) Key mandate-implementation sections (Political and Civil Affairs, Humanitarian Liaison, Protection, Gender and Human Rights and Public Information) established and facilitate the delivery of humanitarian assistance and carry out human rights monitoring, support the protection of the population, support to implementation of the Malian Government road map for the Transition.

Military Component Tasks

(a) Complete planned deployment into the Mission area.

(b) Expand current AFISMA operations and establish presence further north to include Timbuktu, Bourem, Aguelhoc, Menaka, Kidal and Tessalit.

(c) MDSF to re-establish Malian territorial integrity.

(d) Establish logistic capabilities to include logistic battalion and operational stocks throughout the Mission area.

(e) Complete equipping and resourcing of AFISMA and MDSF.

(f) Conduct joint security operations with MDSF to degrade armed opposition groups.

(g) Support disarmament initiatives.

(h) MDSF to commence training with EUTM.

(i) Facilitate access to humanitarian assistance in the recovered areas.

(j) Conduct Civil-Military Cooperation (CIMIC) activities.

(k) Complete command and control structures and coordination mechanisms.

Police Component Tasks

(a) Establish the police component headquarters.

(b) Support the MSF in expansion of the security and rule of law presence throughout Malian territory.

(c) Deploy IPOs and 4 FPUs in Bamako (1), Sevare (1) and Gao (2) to maintain law and order in support of MSF as may be required.

(d) Provide protection to AFISMA personnel and property.

(e) Deploy IPOs for liaison and coordination including with the CCOSIT.

Phase 2: Stabilisation (M+120 to M+360)

Civilian Component Tasks

(a) Establishment of civilian presence in sectors, based on need, security and logistical considerations.

(b) Human Rights Observer Group transitions to providing capacity building support to the Malian authorities for human rights.

(c) Provision of support to the road map for the Transition.

(d) Support to stabilisation efforts of the Malian authorities.

Military Component Tasks

(a) Maintain a safe and secure environment.

(b) Perform security tasks related to the road map for the Transition as requested.

(c) Facilitate the access to humanitarian assistance.

(d) Continue to support disarmament initiatives.

(e) MDSF continue training with EUTM.

Police Component Tasks

(a) Assist the MSF to ensure security necessary in support of the road map for the Transition as requested.

(b) Continue to support the MSF to maintain law and order and public safety.

Phase 3: Transition (M+300 to M+365)

Civilian Component Tasks

(a) Prepare Mission for future operations or liquidation.

Police Component Tasks

(a) Set conditions conducive for a transition.

(b) Transfer responsibility for residual tasks to the MSF or a follow-on mission.

Military Component Tasks

(a) AFISMA to hand over tasks to MDSF and/or a follow-on mission.

(b) MDSF will continue stabilisation activities to maintain security and territorial integrity.

VIII. Command and control

32. The MDSF and AFISMA will have separate chains of command. The AU operational authority of AFISMA is vested in the Chairperson of the AUC who has delegated overall responsibility for all Peace Support Operations to the Commissioner for Peace and Security. With the approval from the AU PSC, the Chairperson of the AUC in consultation with ECOWAS has appointed a Special Representative (SRCC) as Head of Mission who is responsible for implementing the Mission's mandate and exercises overall AUC authority over civilian, police and military components of AFISMA in the Mission area. The SRCC reports to the Chairperson of the AUC through the Commissioner for Peace and Security. The Force Commander and Police Commissioner have operational control over the assigned forces. The Deputy Special Representative (DSRCC) will have responsibility for management of the civilian substantive units. See Annex E for proposed AFISMA Command and Control structure.

IX. Coordinating mechanisms

33. At the strategic level, the Mali Integrated Task Force (MITF) comprising AU, ECOWAS, United Nations and other partners has been established at the AUC. The MITF will ensure coordinated strategic implementation of the relevant decisions of AU, ECOWAS and the United Nations on the situation in Mali. At the operational level, the Joint Coordination Mechanism (JCM) will be established under the leadership of the Head of Mission to coordinate support to the mission. The JCM will be composed of Malian authorities, United Nations, ECOWAS and other partners/actors.

Annexes

A) Civilian component personnel

B) Military Troop to Task Analysis

C) Police component Organogram

D) AFISMA Organisational Structure

E) AFISMA proposed Command and Control and Mission Headquarters structure

Annex A: Civilian component strength

Table A: Staffing for Mission Management Functions

Office of SRCC	Office of Deputy SRCC
1 x SRCC 1 x Political Advisor (P6) 1 x Spokesperson (P5) 1 x Legal Advisor (P5) 1 x Electoral Advisor (P5) 1 x Senior Political Officer, Sahel (P4) 1 x Environment and Development Officer, Sahel (P3) 1 x Special Assistant (P3) 1 x Secretariat Staff (GSA 5) TOTAL = 9	1 x D/SRCC 1 x Special Assistant (P3) TOTAL = 2
Office of Head of Mission Support	**Office of Chief of Staff**
1 x HMS (D1) 1 x Special Assistant (P3) TOTAL = 2	1 x CoS (P5) 1 x Office Coordinator (P3) TOTAL = 2
Conduct and Discipline Unit	**Safety and Security Unit**
1 x Head (P5) 1 x Conduct and Discipline Officer (P3) TOTAL = 2 Seconded personnel from Military and Police to reinforce the staffing of the Unit as required	1 x Chief Security Officer (P5) 1 x Deputy Chief Security Officer (P4) 1 x Security Officer (P3) TOTAL = 3 Seconded personnel from Military and Police to reinforce the staffing of the Unit as required
MAC/MOC/MPEC	**Integrated Mission Training Centre**
1 x Head of MAC (P4) TOTAL = 1 Seconded personnel from Military and Police to reinforce the staffing of the Cells/Centre as appropriate	1 x Head of Training (P5) TOTAL = 1 Seconded personnel from Military and Police to reinforce the staffing of the Centre as required

Table B: Staffing for Substantive Sections

Political and Civil Affairs Section	Humanitarian Liaison Section
1 x Senior Political and Civil Affairs Officer (P5) (Head) 1 x Political Affairs Officer (P3) 1 x Civil Affairs Officer (P3) 1 x Elections Officer (P3) TOTAL = 4	1 x Senior Humanitarian Liaison Officer (P4) (Head) 1 x Humanitarian Liaison Officer (P3) TOTAL = 2
Public Information Section	**Protection, Human Rights and Gender Section**
1 x Senior Public Information Officer / Deputy Spokesperson (P4) (Head) 1 x Public Information Officer (P3) 1 x Photographer/Videographer (GSA 5) TOTAL = 3	1 x Human Rights Officer (P5) (Head) 1 x Protection Officer (P3) 1 x Human Rights Officer (P3) 1 x Gender Officer (P3) 2 x Technical Support Staff (P2) TOTAL = 6 The Section will serve as the Secretariat and will provide technical support to the Human Rights Observer Team
TOTAL = 37	

Table C: Staffing for Mission Support Functions

Chief: Administrative Services (Reports HM) 1x Head (P5) + Assistant (GSA 5)	
Human Resources Unit	**Procurement/Contract Unit**
1 x Senior Human Resources Officer (P4) (Head) 1 x Database/Records Officer (P2) 1 x Payroll Officer (P2) 1 x Human Resources Assistant (GSA 5) TOTAL = 4	1 x Senior Procurement Officer (P4) (Head) 1 x Procurement Officers (P3) TOTAL = 2

General Services Unit	Travel and Protocol
1 x General Services Officer (P3) (Head) 1 x Contracts Management Officer (P2) 3 x Cleaners (GSB) 5 x Language Assistants (GSB) TOTAL = 10	1 x Travel and Protocol Officer (P3) (Head) 1 x Travel Officer (GSA) TOTAL = 2
Asset Control and Inventory Unit	**Contingent-Owned Equipment Unit**
1 x Asset Control and Inventory Officer (P3) (Head) 1 x Asset Manager (GSA) TOTAL = 2	1 x COE Officer (P3) (Head) 2 x Inspectors (P2) TOTAL = 3
TOTAL = 25	
Chief: Integrated Support Services (Reports to HMS) 1x Head (P5) + Assistant (GSA 5)	
Transport Unit	**Joint Support Operations Centre**
1 x Transport Officer (P3) (Head) 1 x Transport Officer (P2) 10 x Drivers (GSB) TOTAL = 12	1 x Chief JSOC (P4) (Head) 1 x Chief Logistics Planner (P3) 1 x Chief Logistics Operations Planner (P3) 1 x Civilian Logistics Planner (P2) TOTAL = 4
Medical Unit	**Supply Unit**
1 x Senior Medical Officer (P4) (Head) 1 x Medical Planning Officer (P3) TOTAL = 2	1 x Supply Officer (P3) (Head) 1 x Stores Officer (P2) TOTAL = 2

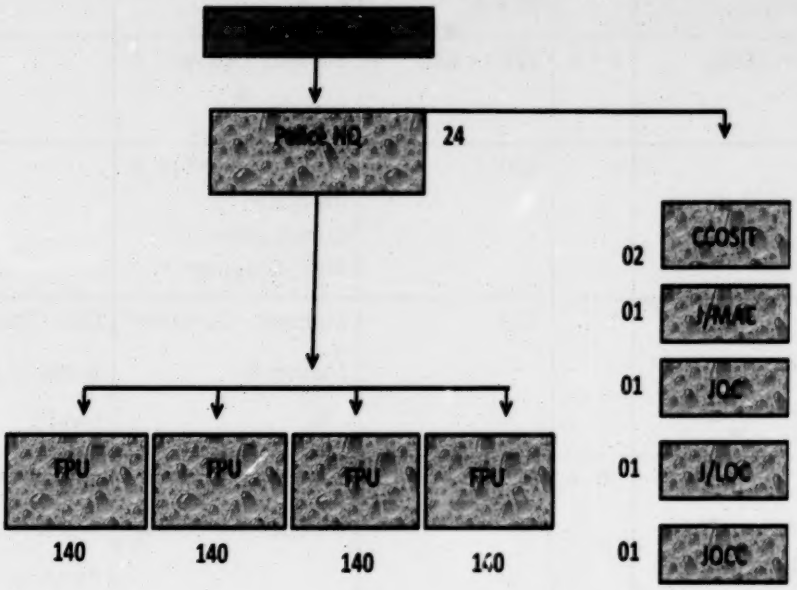
[illegible]	[illegible]
1 x Senior Engineering Officer (P4) TOTAL = 1	1 x Senior Air Operations Officer (P4) (Head) 1 x Aviation Officer – Planning (P3) 1 x Aviation Officer – Tasking (P3) TOTAL = 3
[illegible]	[illegible]
1 x Head of MOVCON (P3) (Head) 1 x MOVCON Planner (P2) TOTAL = 2	1 x Senior CITS Officer (P4) (Head) 1 x CITS Officer (P3) TOTAL = 2
TOTAL = 30	
[illegible]	
[illegible]	[illegible]
1 x Finance Officer (P3) (Head) 2 x Finance Officer – Asset Management (P2) TOTAL = 3	1 x Finance Officer (P3) (Head) 3 x Finance Officer – Payroll Management (P2) 1 x Cashier (GSA 5) TOTAL = 5
[illegible]	
1 x Senior Certifying Officer (P3) (Head) 1 x Certifying Officer (P2) TOTAL = 2	
TOTAL = 12	
TOTAL: 67	

Annex B: TROOP TO TASK MATRIX

ENTITY/UNIT	No	NUMBERS	BROAD TASKS	REMARKS
Force Headquarters		85	C^2	
Sector Headquarters		40 + 40	C^2	
Infantry Battalions(650)	8 + 1	5200 + 650	Stability Ops and 1 reserve	
Engineer Units	5	620	Counter mobility & mobility– Construction - River Crossing	
Logistic Units	1	729	Support – Sustain – Maintain	CSS / Transport / Supply / 2 Medical level 2
Air assets: 06 Fighter ground Attk AC 08 Attk Helicopters 08 Tactical Transport Helicopters 06 Tactical Transport AC 02 Liaison/Recce AC	30	800	Logistics – Combat Air Spt – Air Coord	Generated :04 Alpha Jets 01 Mi 35 (Attk), 04 Mi 25 (Tpt), 01 DA 42, 03 UH and 01 utility Aircraft
Others (CIS / Special Forces / Info Ops and Intelligence Assets / Force Protection / Riverine Ops	/	695	CIS / Special Forces / Info Ops / Intelligence Assets / Force Protection / Riverine Ops	
TOTAL		**8859**		

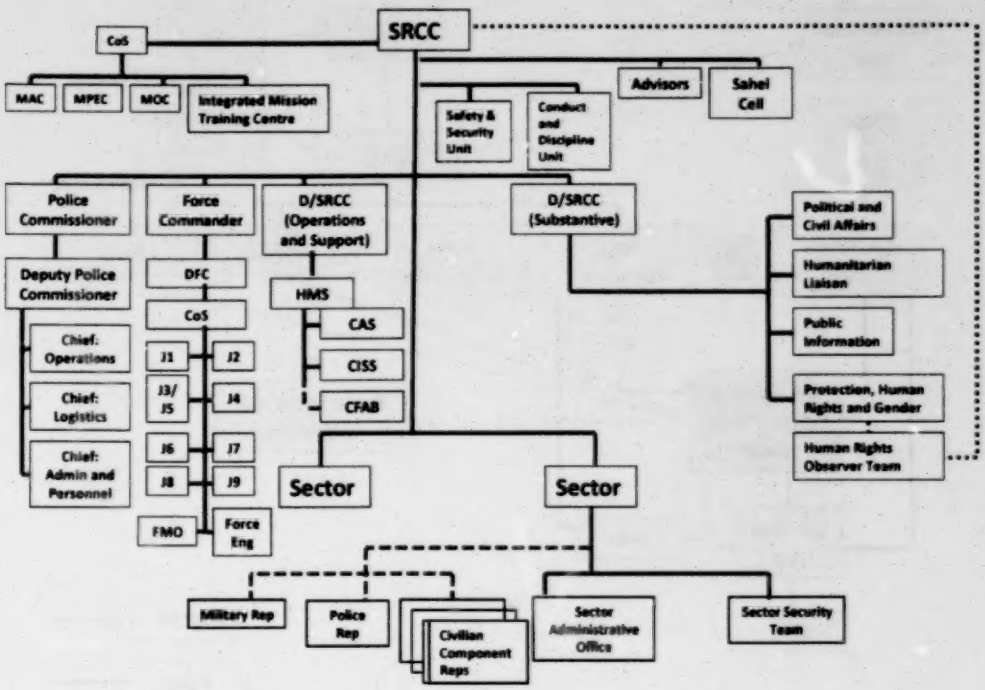
ANNEX C: POLICE COMPONENT ORGANOGRAM

Overall AFISMA Police Organogram

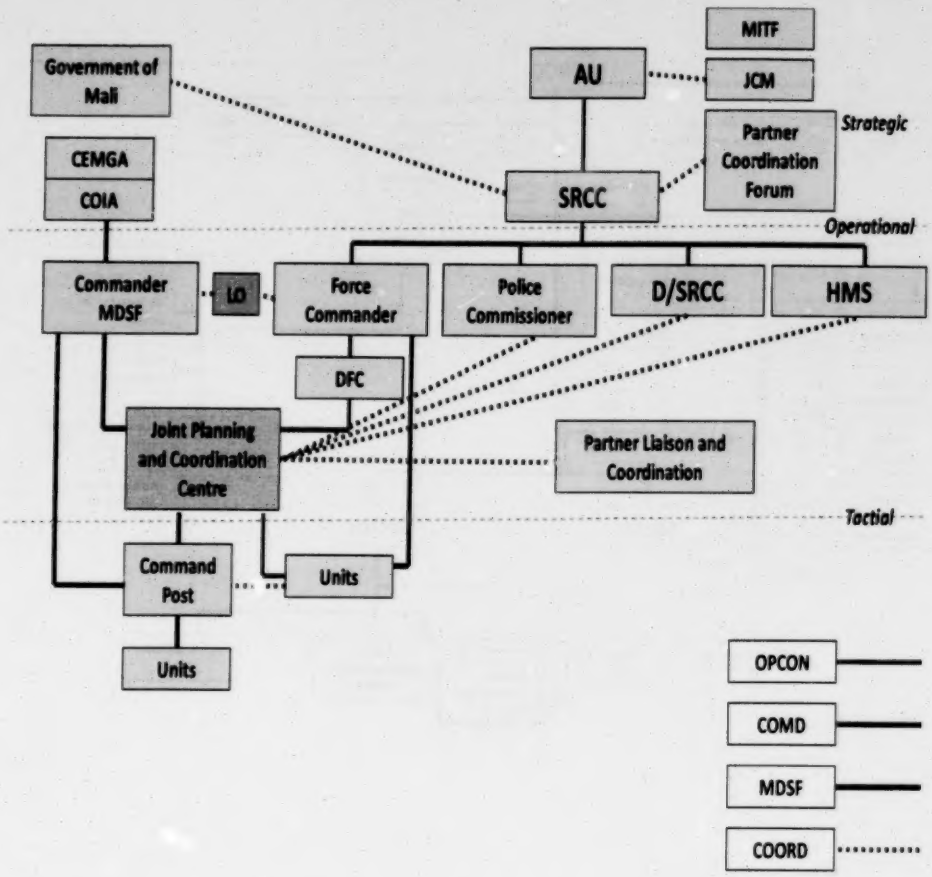


TOTAL STRENGTH: 590

ANNEX D: AFISMA ORGANISATIONAL STRUCTURE



ANNEX E: COMMAND AND CONTROL STRUCTURE



Enclosure II

[Original: English and French]

Communiqué

The Peace and Security Council of the African Union (AU), at its 358th meeting, held on 7 March 2013, in Addis Ababa, adopted the following decision on the situation in Mali:

Council,

1. **Takes note** of the Report of the Chairperson of the Commission on the evolution of the situation in Mali [PSC/AHG/3 (CCCLVIII)], as well as the briefings made by the Commissioner for Peace and Security and the High Representative of the AU for Mali and the Sahel, Head of African-led International Support Mission in Mali (AFISMA). Council **also takes note** of the statements made by the representatives of Mali, the Economic Community of West African States (ECOWAS) and the United Nations, the European Union (EU), France, the United Kingdom and the United States of America;

2. **Recalls** its previous Communiqués on the Situation in Mali and **reaffirms its unwavering commitment** to the national unity and territorial integrity of Mali;

3. **Welcomes** the progress made in the efforts to recapture the regions in the North of Mali, occupied by armed terrorist and criminal groups, with the prompt and effective assistance provided by France. Council **also welcomes** the acceleration in the deployment of AFISMA and the ongoing security and stabilisation operations in order to facilitate the consolidation of gains made on the ground. Council **notes with satisfaction** the appointment of the High Representative for Mali and the Sahel, former President Pierre Buyoya of Burundi, as the Special Representative of the Chairperson of the Commission and Head of AFISMA, as well as the appointment of Ambassador Cheaka Touré of Togo, as Deputy Special Representative. Council **also notes with satisfaction** the establishment, in Addis Ababa, of the Integrated Task Force on Mali and the Joint Coordination Mechanism in Bamako, under the leadership of the Head of AFISMA. Council **welcomes** the consultations undertaken by the Chairperson of the Commission and the Commissioner for Peace and Security with various African and international actors, including Presidents Alassane Ouattara of Côte d'Ivoire and Idriss Deby Itno of Chad, as well as with the United Nations Secretary-General, and the interactions of the Head of AFISMA with the Malian authorities and bilateral partners;

4. **Expresses its deep appreciation** to all the forces engaged in the security and stabilisation operations in the North of Mali, and **expresses** its deepest condolences to Chad, France and Togo for the loss of troops in their respective contingents. Council **also expresses its gratitude** to all Troop Contributing Countries (TCCs) and Police Contributing Countries (PCCs) to AFISMA for their sacrifice and contribution to the efforts for the liberation and restoration of the authority of the State of Mali in the regions in the North of the country. Council **reiterates its appreciation** to the core countries for their commitment to facilitate the operations of the AFISMA and the French and Malian forces in the North of Mali;

5. **Appeals** to all countries and organisations that made pledges to support AFISMA and the Malian Defence and Security Forces at the Donor Conference, held in Addis Ababa, on 29 January 2013, to expeditiously honour their pledges, so as to allow AFISMA to operate in the best possible conditions and to effectively fulfill its mandate aimed particularly at assisting Mali in regaining the territories still occupied, to ensure the security of the institutions and the people and stabilise the security environment in the country;

6. **Notes with satisfaction** the adoption by the Government of Mali of the Roadmap for the Transition, and its subsequent approval by the National Assembly and **urges** all Malian stakeholders to work towards the full implementation of the road map. Council **reaffirms** its strong support to the authorities of the Transition and **takes note** of the timetable envisaged for the organisation of the general election;

7. **Decides to** endorse the decision of the Ordinary Summit of ECOWAS, held in Yamoussoukro, on 27 and 28 February 2013, that the general elections will mark the end of the Transition. Council **encourages** the Government of Mali to finalise all the arrangements provided for in the road map, and **welcomes** the establishment of the Dialogue and Reconciliation Commission by the Council of Ministers on 6 March 2013 and **calls for** its speedy operationalization, with the full support of all Malian stakeholders. Council **warns**, once again, all individuals, military or civilian, who interfere in the conduct of the Transition or the functioning of the chain of the military command under the civilian control, and who would be involved in violation of human rights;

8. **Urges** all stakeholders in Mali to respect Human Rights and International Humanitarian Law, and **expresses its determination** to take appropriate measures against any violation of those rights;

9. **Commends** the convening, in Brussels, on 5 February 2013, of the third meeting of the Support and Follow-up Group and **fully supports** the implementation of the conclusions of that meeting;

10. **Welcomes** the organisation, in Bamako, from 15 to 21 February 2013, of the Planning Conference, which, with the participation of experts from Mali, ECOWAS, the core countries, the AU, United Nations, EU and other bilateral partners, helped to finalise the revised, harmonised AFISMA concept of operations, pursuant to Paragraph 7 (a) of the Communiqué [PSC/AHG/COMM/2. (CCCLIII)] of its 353rd meeting, held on 25 January 2013. Council **notes with satisfaction** that the revised and harmonised concept of operations has been endorsed by ECOWAS at its Ordinary Summit held in Yamoussoukro;

11. **Decides** to endorse the harmonized and revised AFISMA concept of operations. In this regard, Council **requests** the TCCs and PCCs to accelerate the pace of deployment in the theatre of operations;

12. **Requests** the Chairperson of the Commission to immediately transmit the harmonized and revised concept of operations to the Secretary-General of the United Nations, and **requests** the Security Council to consider the document favorably. Council **reiterates** its request to the Security Council to authorise the immediate establishment of a support package funded through United Nations assessed contributions, as well as the transitional arrangements to allow the

completion of the deployment of AFISMA and the effective conduct of its operations;

13. **Supports** the envisaged transformation of AFISMA into a United Nations operation. In this regard, Council **stresses** that a United Nations operation should, in order to positively contribute to the consolidation of the progress made in Mali and the promotion of peace and security in the region, comply with the following parameters:

(i) the need for such a Mission to be provided with a robust mandate based on Chapter VII of the Charter of the United Nations, defined in consultation with Mali, the AU and ECOWAS. This mandate should aim to support the Malian Government in strengthening the authority of the State throughout its territory and to preserve the unity and territorial integrity of the country, including the fight against criminal and terrorist networks operating in the North of Mali;

(ii) the need for the United Nations to consult closely and adequately with the AU and ECOWAS throughout the proposed transformation process of AFISMA into a United Nations operation, as well as the appointment of the future Special Representative of the Secretary-General who will lead the planned Mission in a spirit of continuity, with regard to the leadership of the Mission and the contingents;

(iii) the mobilisation, in favour of AFISMA, of financial and logistical support that makes it possible to build the operational capacity of the Mission and to facilitate its early transformation into a United Nations operation, particularly through the establishment by the United Nations of an appropriate logistical support mechanism to be operational by the end of the three-month period during which the contingents are supported by their respective countries;

(iv) the support for the central political role of the AU and ECOWAS, both in supporting the transition through the implementation of the road map developed in this regard, as well as in the formulation and implementation of the governance and other reforms to be carried out to address the root causes of the multidimensional crisis faced by Mali; and

(v) the support for regional cooperation in the field of security, considering the transnational nature of the threat of terrorism and crime, and given the potential to be realised within the African Peace and Security Architecture;

14. **Requests** the Chairperson of the Commission to transmit this communiqué and the revised concept of operations to the United Nations Secretary-General and, through him, to the Security Council, as well as to mobilise, in close consultation with ECOWAS, the support of partners of Africa for the adequate consideration of the concerns expressed above;

15. **Requests** the Chairperson of the Commission to initiate immediate consultations with the President of the ECOWAS Commission for the establishment, in the wake of the early transformation of AFISMA into a United Nations operation, of a Joint AU-ECOWAS Support Mission in Mali, whose mandate will be determined in close consultation with the Government of Mali;

16. **Stresses** the importance of formulating a comprehensive post-conflict reconstruction strategy for Mali, and **requests** the Commission in coordination with the Government of Mali, ECOWAS, the United Nations Envoy for Mali and the Sahel, as well as bilateral and multilateral partners, to ensure the coherence of regional, continental and international efforts. In this regard, Council **welcomes** the offer by the Government of the Arab Republic of Egypt to host an expert-level workshop on the issue;

17. **Decides** to remain actively seized of the matter.